



Leeds Trinity
University

Estate Strategy



Summary

1. This document outlines Leeds Trinity University's estate strategy for 2014-19, master plan for 2014-24, and supports the overall institutional strategy. It considers the existing estate position, the current challenges that will shape the estate strategy, and recommends options for development. The master plan includes the estate plan for the next ten years due to the long term nature of the developments considered. The Estate Strategy supports the Universities overall strategic goal in establishing Leeds Trinity University as a provider of outstanding education.
2. The main aim of the Estate Strategy is to provide inspiring and sustainable environments and facilities that enhance the student and staff experience and meet the needs of the University over the next 10 years by:
 - Expanding the range of high quality residential accommodation;
 - Providing high quality, flexible and adaptable learning and teaching spaces which facilitate student engagement and creativity;
 - Continuously engaging staff and students in the development of flexible, innovative and exciting learning environments; and
 - Enhancing the environmental sustainability of the University's activities.

Background

3. An Estate Strategy should provide a long term approach to developing and managing the estate in a sustainable way in relation to the institution's strategic and business needs. The last Estate Strategy was approved in 2010 and this strategy builds on this.
4. The Estate strategy is an enabling strategy and supports the overall strategy for the University. The quality of the estate and its environment is a critical factor in enhancing student experience and making Leeds Trinity a University of choice for potential students.
5. The Estate Strategy represents a significant investment proposal; hence it has subject to a thorough and rigorous process of evaluation, consultation and prioritisation against the institutions key strategic objectives. The proposals and recommendations are subject to individual development appraisal and review by the institutions Executive Team, Senior Management Group, Estate and Facilities Sub-Committee, Finance and Employment Committee and the Board of Governors.

Where is the University Estate now?

6. The campus site extends to 7 hectares (including playing fields and All Weather pitch) and includes a total of 35,000 m² of space (21,000m² is used teaching and support services and 14,000m² is residential space). There is currently 2000m² of mothballed space (7.0% of total estate) – this is primarily related to vacant residential space which

is not used although currently an element of former residential space is being refurbished for office use as an alternative to the Bede Centre.

7. The condition of the University Estate has improved over the last five years and is generally in good condition as a result of a capital investment programme of circa £15m. This has addressed much of the backlog maintenance although some work still remains to be done. The total area of non-residential buildings in condition A and B (good to new condition) as defined by HEFCE (Higher Education Funding Council), was re-assessed in 2012 at 83% from previous levels of 72% in 2009. The residential estate has improved from 32% in 2009 to a current level of 67%. However there are still a number of parts of the estate that require capital investment to improve to an A and B condition. Backlog maintenance was assessed at £8m in 2009 and is now estimated at £4m with 50% of this relating to residential accommodation.
8. The previous Estate Strategy and Campus Masterplan (approved by the Board of Governors in 2010) were based on the assumption that student numbers would remain at 2,700 for the foreseeable future. This was driven by HEFCE student number caps in place at that time. Student numbers have now exceeded this level at 2,976 and are set to grow further over the next five years.
9. The main estate developments since 2010 have included:
 - the demolition of poor quality residential buildings and increasing the number of quality bed spaces from 186 to 386 with construction of All Saints Court with an investment of £7m;
 - external refurbishment/cladding of the main teaching block including a new atrium entrance and new roof at a cost of £2.6m;
 - the upgrade of the outdoor sports facilities including an all-weather pitch at a cost of £0.7m;
 - improvements to condition/functionality of teaching and learning space including the Mary Hallaway lecture theatre (£0.3m), the creation of the Media and Journalism Centre (£0.3m) and flexible learning space (£0.2m);
 - the upgrade of the High Voltage Electrical infrastructure (£0.7m) and the installation of a new Combined Heat and Power (CHP) plant (£0.25m);
 - the completion of a number of space rationalisation projects (mothballing of some poor quality space i.e. Principal's House, bungalows, Students' Union HQ) and the creation of development space for further future development;
 - the delivery of energy and carbon reduction projects to meet sustainability targets; and
 - External landscaping upgrades to the main entrance areas (£0.25m).

10. It should be noted that there is currently a planning condition (dating from the All Saints Court development) restricting the number of residential units on campus which can be occupied. In numbers terms this equates to 579 residences (including 11 units for Students' Union and Resident mentors). This condition mainly relates to highway safety issues which restricts traffic use, to and from the campus and also in respect to car parking provision.

What are the challenges for the Estate for next five years?

Condition

11. The current estate includes a number of teaching areas that date from the 1960s that do require improvement to make it both of an acceptable condition and fit for a 21st century institution. The Bede Centre (providing both learning and support service accommodation and also includes some student residential provision) is in poor condition and has limited functionality in terms of teaching provision. The residential units and support offices are in poor condition and also require refurbishment. Major re-modelling and refurbishment would be required to provide an acceptable standard. The cost of refurbishment would not represent value for money nor provide the facilities the University requires going forwards.

Capacity and Space Utilisation

12. The previous Estate Strategy assumed that student numbers would not exceed 2,700, but they have in fact increased to 2,976 students in 2013-14. The growth has been as a result of an increase in the student number cap, an expansion of the range of programmes offered, and a successful recruitment campaign (including ABB+ students). Student numbers have a fundamental impact on future space needs across the estate and this strategy addresses the need to provide teaching space and residential needs of this growth. The high demand scenario currently shows student numbers at 3,916 by 2018/19 and for planning purposes the estate strategy is based on providing space for 5,000 students by 2023/24.

Table 1 – Financial Planning Student Number Forecast

	13/14	14/15	15/16	16/17	17/18	18/19
Home	2,858	2,965	3,054	3,235	3,420	3,616
Overseas	36	50	90	170	235	300
	2,894	3,015	3,144	3,405	3,655	3,916
Hall Demand	651	704	757	812	873	925

13. Work on getting more from the University's current estate has produced good results with space utilisation at 44% recorded in the latest survey in November 2013. Frequency of use of rooms was recorded at 67%, whilst the occupancy levels were 65%. Accommodating large teaching groups (needing a room with a capacity of over

50) has become increasingly difficult due to the larger cohort of 2013 and the expanded range of programmes. This will continue to be a problem for the University as these larger groups move to the next year and new larger cohorts join the institution. Whilst work will be undertaken to further maximise space utilisation, it should be noted that future work will be hampered by the existing buildings inherent inflexibility i.e. it may not be cost effective to adapt to alternative space use.

Teaching and Learning

14. Leeds Trinity was ranked as being in the Top 10% in the UK for Teaching Excellence (Sunday Times University Guide 2013) and a key strategic objective is to improve the ranking in this area. The estate plays a critical role in achieving this objective.
15. The Information Strategy aims to enhance student access to an array of learning and recreational resources and has been developed alongside the Estate Strategy. The continued increase in use of laptops, mobile phones, and development of the “Wi-Fi” network will be important to student satisfaction. The increased use of IT based delivery will change the ways that students learn and interact. This will not fundamentally impact on the need to provide additional teaching accommodation to meet the increase in student numbers but will require the provision of more flexible teaching rooms.
16. The Andrew Kean Learning Centre will need expanding as the numbers of students increases at the University. The University will need to provide sufficient learning and library resources to meet the need of increasing student numbers.
17. The University would also like to create a number of spaces that are a blend between learning and social spaces that have the ability to be adaptive and flexible to different learning needs. These spaces (“live and learn zones”) will also support the work of Peer Mentors in improving retention and support other methods of teaching that use technology or blended learning.

Residential Accommodation

18. The quality of accommodation provided is a key factor in making Leeds Trinity a “University of Choice” for students. Leeds Trinity does not have sufficient accommodation to house those who desire to live on campus. Despite an expectation that the number of first year students applying to live away from home would reduce, due to the introduction of higher fees, on the contrary Leeds Trinity has seen an increasing demand for its accommodation. Nationally a recent independent survey by Cambridge Occupational Analysts (Dec 2013) of more than 17,000 sixth-form students found that only 7% of prospective university students in state and independent schools said they want to study in their home area. This compares with 9% in 2011 and 15% in 2004.
19. Accommodation at Leeds Trinity was oversubscribed with 651 applications for 579 places (including 11 rooms for Senior Residents and Students’ Union officers) in 2013/14. With increasing first year undergraduate numbers demand is likely to increase. With the growth in home students (assuming that the ratio of students who

want accommodation remains at 65% to total enrolments) and modest growth in international students, then the demand for student accommodation will grow to 743 in 2018/19. The demand for accommodation is in excess of the current capacity of 579 places.

20. The return from the provision of residential accommodation is favourable. 250 rooms would generate an additional £1.2m of income and after direct costs have been taken into account would result in a surplus of £0.8m. In simple terms this would represent a return of 9% on an investment of £9m.
21. The planning approval for the All Saints Court development in 2009 limited the number of residential units which can be used on campus to a defined number of residential buildings. This currently limits the number of residential units to 579. This restriction is related to Highway safety which endeavours to reduce the amount of traffic movement to and from the campus. With the implementation of the Leeds Trinity Transport and Travel Plan, this has had a major impact on reducing individual car journeys and improved the use of more sustainable modes of travel. With the results from the Travel Survey there is now evidence to renegotiate this condition via a section 73 agreement in early 2014. If successful this will give the institution certainty in any future development for additional residential provision to meet growth demand over the next 3-5 years.

Student Experience

22. An important part of Leeds Trinity's 'offer' to students is that the University has excellent catering, sports and student facilities at the University. These facilities are limited and do not currently enhance the student experience sufficiently.
23. The current catering facilities are tight for space, provide a limited, relatively poor offer, and are dated with much old equipment that is at the end of its life. The most popular option for students is the self-catered option and given this demand it is likely that all halls should become self-catered. Investment will be needed to provide students with good food that will lead to higher levels of satisfaction.
24. The Lounge (the student bar/social facility) was opened in 2013 and replaced the former Students 'Union HQ. Further investment is needed to give the Students' Union a greater sense of "place" this will form part of the developments within the estate master plan. This development will be part of the development of the teaching estate and is planned to be co-located with other student support facilities and form a student "hub".
25. Further improvement of the outdoor sports facilities is required, which will have the flexibility to offer as wide a range of sports as possible. Current issues water-logging and poor drainage on the grass pitches and lack of capacity on the 3G sports pitch in the evening. The issue of the poor utilisation of the squash courts also needs addressing.

Enterprise and other activities

26. As the University develops in other areas such as Enterprise, Research and Post-graduate activities, space will be needed. This would include the provision of enterprise and incubation units to support small business set up. There is also a requirement to have high level professional environments to reflect Professional/ CPD development.

Sustainability

27. Sustainable development is a central part of the strategy for the future development and the University recognises and accepts its responsibility to minimise, wherever possible its impact on the environment and to comply with all statutory environmental requirements.
28. The University is a participant in the HEFCE/Salix Green Fund initiative and continues to invest in energy and carbon awareness and reduction. The impetus for energy/carbon reduction needs to be maintained including options for replacing the central boiler plant and ageing campus heating scheme.

Estate strategy objectives

29. In light of the challenges described above, the overall objective of the estate strategy is to “provide inspiring and sustainable environments and facilities that enhance the student and staff experience and meets the needs of the University over the next ten years”. This can be broken down into key objectives for 2014-19:
 1. Expanding the range of high quality residential accommodation;
 2. Providing high quality, flexible and adaptable learning and teaching spaces which facilitate student engagement and creativity;
 3. Continuously engaging staff and students in the development of flexible, innovative and exciting learning environments; and
 4. Enhancing the environmental sustainability of the University’s activities.

Option analysis

30. The two options available based on the likely needs are:
 1. Take no action - retain existing accommodation and seek to try and meet future needs from existing accommodation;
 2. Refurbish / Redevelop and Rationalise - undertake a programme of part new build and part refurbishment;
31. The preferred option is Refurbish/Redevelop and Rationalise (i.e. Option 2). Wholesale Remodelling, relocation or a total new build is not considered affordable or practicable

given that Leeds Trinity currently owns and has invested considerable funds into the development of the campus and is highly unlikely to vacate.

Recommended developments

32. The recommended developments for the next five years are detailed below. The site references refer the master plan that is included in Appendix 1. The steps below build on the strategy the University has been following over the last five years and allows the development of a flexible estate, which allows space to be cost-effectively adapted to changing needs:
1. Expand the range of high quality residential accommodation by building a new hall of residence on Site E for 250 students. It is not envisaged that Phase 2 of Trinity Close (Site H, circa 80 beds) will be developed in the period 2014-19;
 2. Undertake teaching space utilisation work on site to improve utilisation his work will provide additional large rooms/larger flexible spaces with flexible furniture, provide alternative specialist provision (e.g. a replacement Nutrition lab), and develop new alternative provision for social learning spaces;
 3. Demolish the existing Bede Centre and landscape site for potential future development (Site A);
 4. Refurbish Whitby and Norwich Halls (Site N&W) and convert to self-catering;
 5. Convert Kirkstall Hall to self-catering;
 6. Build additional teaching and learning centre accommodation to meet the growth requirements of the plan on Site B and / or Site C;
 7. Convert the squash courts that currently have low utilisation to a multi-use area. This could be initially used to provide additional teaching space and later sports capacity;
 8. Upgrade the catering, bar and other support facilities to provide a better student experience;
 9. Renew the drainage in the sports pitches so that they are usable year round;
 10. Provide a refreshed student support facility that includes a dedicated student hub including student services, student union facilities and space for social activities;
 11. Convert the former Principal's house (Site G) for use as an enterprise and incubation centre; and
 12. Upgrade the existing outdoor netball court (Site K) to a multi-purpose use games area.

Likely Costs

33. The likely estimated capital cost of the strategy for the period 2014-19 as outlined is shown below in Table 3, but it should be noted that these costs are indicative, and are shown here to demonstrate the quantum of investment needed.

Table 3 - Likely Capital Expenditure for Estate Strategy 2014-19 £m

	Total	2014-15	2015-16	2016-17	2017-18	2018-19
New accommodation block	9.1	0.3	8.0	0.7	0.1	
Outdoor Changing Facility	0.4	0.4				
Refurbish Whitby and Norwich Halls	0.6			0.6		
Extend AKLC+ additional teaching block	5.0	0.2	0.3	4.0	0.5	
Multi-use sports facility	0.4			0.4		
Demolish Bede centre and landscape	0.2		0.2			
Convert Kirkstall Hall to self-catering	0.5			0.5		
Space Utilisation work on main site	1.2	0.2	0.5		0.5	
Catering facilities	0.4	0.2		0.2		
Bar & student social facilities	0.2	0.1		0.1		
Sport field drainage	0.2	0.2				
Student support centre	1.5				1.5	
Informal student learning areas	0.1	0.1				
Other	0.2	0.2				
New Multi Use Games Area	0.6					0.6
Total	20.6	1.9	9.0	6.5	2.6	0.6

Managing implementation

34. The institution will seek to use best practice in the continued delivery of the strategy, including how it will manage any new major projects, how Governors, managers and other stakeholders are involved and how projects can be most effectively procured. An important consideration will be the balance to be struck between carrying out building projects and maintaining the successful day-to-day operation of the institution.

Risk assessment

35. Robust risk assessment and management is a key part of the implementation of the estate strategy. At university level, matters of overall risk, including, for example, the appeal of the institution to prospective students, growth projections and income are addressed. The risk of these assumptions being wrong will be mitigated by carrying out a range of on-going assessments and through the regular review of the Strategy. In addition, mitigation of risk will also take place at project level as each major project will require approval at the Estate and Facilities Sub-Committee.